

# Q2 2012 Environmental Proactive Event

## Manager and Supervisor Cascading Message – Instructions

April 3, 2012

To date, our refinery has recorded six scorecard events – with a target of no more than 28 scorecard events for 2012. 28 scorecard events is a challenging target to achieve - particularly as we enter the later part of the year, with less time and more pressure to not exceed our threshold!

If we don't have a plan now to prevent incidents we may not meet or beat our plan. That is no way to be successful. This year, we've planned an Environmental Proactive event early in the year in order to get ahead of the curve; identify and implement location specific plans which will aid us in preventing Environmental Incidents – and scorecard events!

Thank you in advance for your cooperation, commitment, and contributions to the success of this activity. We know as a team, our efforts will end in the best Environmental Scorecard record Richmond Refinery has ever had.

**Phase 1 - Cascade from our Managers (April 3 – April 13)** – Managers will meet with their Supervisors to review and verify for understanding the intent and desired outcomes of the Environmental Proactive Event.

- Operations and Maintenance will implement the activity with all work groups in order to be completed by April 30.
- RSL specific – RSLs will be responsible for rolling out the Environmental event materials with the STLs, with support from the Section Heads and Refinery Business Managers.
- Technical (both Design and Process) and HES groups will attend Division specific meetings – where possible.
- Company Reps/ Contract Owners (Where called for), verify that your Contract Partner Managers and Supervisors have a plan for this activity with their workers.

Then Supervisors will implement their Environmental Proactive event plan for their business unit and/ or work group – with thought given to:

- How to best deliver this message with work groups, including, preparing discussion materials, selecting meeting times, and sending invitations where needed.
- Attendance Expectations – plan for everyone to attend. If someone has missed a Phase 1 or Phase 2 Workforce Engagement session, supervisors will have a plan for makeup sessions.

**Phase 2 – Supervisor and Workforce Engagement, Time frame: April 13 – April 30.** During this phase, supervisors will meet with their direct work groups and host their Environmental Proactive event. During the discussion activity, supervisors will be responsible for completing and Environmental Action Plan and sending it to his/ her Manager.

## Resources

- Environmental Stand Down Discussion Guide (with speaker notes)
- List of 2012 Environmental Near Losses by Division
- Environmental Stand Down Action Plan
- What does good look like?

We will revisit the Environmental Proactive event Action Plan several more times during the year (minimally during the 3<sup>rd</sup> and 4<sup>th</sup> Quarters) and we will update as needed.